

15 June 1976

MEMORANDUM FOR THE RECORD

SUBJECT: Consensus of the NIO Meeting on the DCI's Estimates
Advisory Panel, 11 June 1976

1. The National Intelligence Officers were generally agreed as follows:

a. Criteria for Selection. Panel members should have rather broad area or functional specialties, as well as the cast of mind that would enable them to be helpful on subjects outside their specialties. Few retirees from the Agency should be Panel members, nor should many members be serving intelligence officers. Indeed, the bulk of Panel members should be from outside the government. We should also, however, seek a number of members from US government agencies outside the Intelligence Community, both for the perspectives they, as policy makers, could lend on areas outside their official jurisdictions and for the bridges they would help build between the National Intelligence Officers and the rest of the government. Journalists should not be sought at this time, but editors and publishers of scholarly journals could be. We want to be sure that the Panel does not consist largely of those who have already served us for years as consultants. Indeed, we want to seek more prestigious persons than we have sought before; younger, up-and-coming academic stars; and those who for ideological or political reasons probably would not have agreed to serve only a year or so ago.

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Number. Our three-dozen membership figure seems about right, though there is nothing magic about it, and we certainly would not want to reduce our flexibility by setting any hard figure.

c. Term. Panel members will generally serve for about three years and should so understand. We will wish to stagger their terms so that we will have a steady flow of those joining and leaving, and we may wish to extend the terms of some particularly valuable members.

d. Functioning. The appropriate NIO will decide which members of the Panel are invited to form a sub-panel. Panel members will serve as individuals; it is essentially up to them to determine how they work once a sub-panel is convened. There will be no need for them to reach a consensus.

1 NIOs will decide also whether their critiques are presented individually or in a seminar.

e. Satisfaction of Sub-Panel Members. Sub-panel members will review a paper after the responsible NIO is satisfied with his draft and before coordination is sought. Members will be told that their views are essential, but may or may not be accepted. In any case, their views will be made known to the DCI, along with our position on those views. Under certain unusual circumstances, such as a paper which produces a persisting controversy, we may wish to reconvene a sub-panel or subsequently to seek privately the individual views of its members.

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f. Types of Production Reviewed. We expect that Panel members will review NIEs, SNIEs, and some IIMs, if there is time and if the subject is such that the members have the ability to be helpful. We will assemble a list of a dozen or so papers of the type Panel members might have reviewed in the past. We anticipate the review of 30 to 35 papers a year.

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g. Other uses of Panel. We anticipate that uses of Panel members might develop, but we cannot be specific at this time. Prospective Panel members could be told, if they ask, that they might be asked to provide other types of advice as we gain experience with the Panel and as its functioning evolves.

h. Public Acknowledgment of the Panel. Prospective Panel members must understand that we will make no effort to keep their membership secret. To do so would only encourage misunderstanding about the purposes and nature of the Panel and, perhaps, even create an issue that would stimulate the press.

i. Name of the Panel. Both to increase the attractiveness of serving on the Panel and to lessen the chances that its purposes will be misunderstood, the Panel should be named the Director of Central Intelligence's Estimates Advisory Panel.

Richard Lehman
Deputy to the DCI for National Intelligence